

18

**DEPARTMENT OF THE NAVY**  
**Office of the Chief of Naval Operations**  
**Washington, DC 20350-2000**

**OPNAVINST 5351.2**  
**OP-152**  
**13 November 1990**

**OPNAV INSTRUCTION 5351.2**

**From:** Chief of Naval Operations  
**To:** All Ships and Stations (less Marine Corps field addressees not having Navy personnel attached)

**Subj:** ENLISTED NAVY LEADER DEVELOPMENT (NAVLEAD)

**Ref:** (a) OPNAVINST 1500.56 (NOTAL)  
(b) OPNAVINST 5351.1  
(c) BUPERSINST 1430.16C

**Encl:** (1) Designated Echelon 2 NAVLEAD Focal Points  
(2) NAVLEAD LPO/CPO Course Requirements  
(3) Temporary Additional Duty (TAD) and Mobile Training Team (MTT) NAVLEAD Training Guidance  
(4) NAVLEAD Instructor Requirements  
(5) Specific Command and Staff Assigned Responsibilities

**1. Purpose.** To establish policy and assign responsibilities for Navy-wide enlisted leader development.

**2. Background.** Reference (a) implements DoD Directive 1322.18, of 9 January 1987 which directs each military service to provide courses, on-the-job training and job experience for the continued development of enlisted personnel as leaders. Leader development requires personal initiative and commitment. In order to facilitate professional growth in the area of leadership, the Navy has initiated the Navy Leader Development Program (NAVLEAD). NAVLEAD includes initiatives designed to support enlisted leader development, as well as programs tailored to meet specific command requirements.

**3. Scope.** The Navy's NAVLEAD program is designed to support career-long leader development. The NAVLEAD program emphasizes:

a. Individual commitment to self-improvement;

b. Command leader development training and opportunities and a positive, supportive command climate;

c. Formal leader development training and education programs; and

d. Direct involvement by designated Echelon 2 commands (enclosure (1) pertains).

**4. Applicability.** Provisions of this instruction apply to all Navy commands and to Navy personnel of the active and reserve forces (Selected Reserve).

**5. Definitions**

a. Leader development occurs when a member participates in leader training, reading or viewing leadership-related material, conversing about leadership issues, observing leaders in action, or performing as a leader.

b. Leader training and education is formal instruction using courses, schools, seminars, presentations, and materials that foster leader development.

**6. General Policy.** The Navy will provide appropriate leader development opportunities and leader training and education for all personnel throughout their careers. Leader development, education and training are the responsibility of the individual, each Navy command, and the Navy training establishment.

a. **Individual Effort.** Individuals must actively seek to develop themselves as leaders. Seniors must be positive role models and actively mentor, guide and encourage leader development in their juniors.

**0579LD0552490**



**b. Command Leader Development.**

Effective leader development occurs primarily within the command. Commands will promote opportunities for all enlisted personnel to practice and develop their leadership skills, particularly as team builder and team leader.

**c. Formal Leader Training and Education.** The Navy will provide enlisted leaders formal courses and seminars at key points in their careers. Self-study programs and refresher material will be made available to individuals and commands to supplement and reinforce formal training.

**7. Specific Enlisted NAVLEAD Policy.** Completion of the following enlisted leader development courses or programs is mandatory:

**a. Command Indoctrination Program.** delineated in reference (b) requires the involvement the commanding officer, executive officer and command master chief of the unit and the reaffirmation of Navy values, performance standards and expectations.

**b. Petty Officer and Chief Petty Officer Indoctrination Courses** are taught by local commands and coordinated by the command master chief per reference (c). Chief Petty Officer (CPO) Indoctrination should be consolidated by geographical area, when feasible. Selectees for Petty Officer Third Class (PO3) and Chief Petty Officer (CPO) must complete the appropriate indoctrination course prior to frocking or advancement.

**c. Leading Petty Officer (LPO)/Chief Petty Officer (CPO) Courses** are leadership courses taught at designated school sites. They are mandatory for advancement to Chief Petty Officer and Senior Petty Officer as delineated in enclosure (2). Training will be provided, as needed, by Temporary Additional Duty (TAD) and mobile Training Teams (MTT) as delineated in enclosure (3).

**d. Command Master Chief Courses.** All command master chiefs will attend the Command Master Chief Course within the first nine months

after appointment (one year for Selected Reserve (SELRES)). These courses are to be taught regionally, by the Area Coordinator (enclosure (5), paragraph 1.j.(1) pertains).

**e. Tailored NAVLEAD Courses.** All tailored courses (i.e., Recruit Company Commander (RCC), Instructor, "A" School Military Training Company Commander and Navy Career Recruiting Force) will include leader development modules comparable to those of the LPO/CPO Courses as appropriate.

**f. Professional Reading and Education Program (PREP)** (on-line FY-91) will be administered by NMPC-62 and will identify and disseminate leadership reading materials to broaden the professional development of Chief Petty Officers and Petty Officers.

**g. NAVLEAD Instructor.** Instructor requirements are specified in enclosure (4).

**8. Action and General Responsibilities.** Specific responsibilities and duties in support of the enlisted NAVLEAD program are delineated in enclosure (5).

J. M. BOORDA  
Deputy Chief of Naval Operations  
(Manpower, Personnel and Training)

**Distribution:**  
**SNDL Parts 1 and 2**  
**NAVMILPERSCOM (NMPC-6) (200 copies)**

**Chief of Naval Operations**  
**(Code OP-09B34)**  
**Navy Department**  
**Washington, DC 20350-2000 (220 copies)**

**SECNAV/OPNAV Directives Control Office**  
**Washington Navy Yard, Bldg. 200**  
**Washington, DC 20374-5074 (60 copies)**

**Stocked:**  
**CO, NAVPUBFORMCEN**  
**5801 Tabor Avenue**  
**Philadelphia, PA 19120-5099 (500 copies)**

NOV 13 1990

DESIGNATED ECHELON 2 NAVLEAD FOCAL POINTS

1. Designated Echelon 2 commands will serve as focal points to oversee and monitor NAVLEAD for respective staff and subordinate commands; tailor command leader development programs to meet unique requirements (e.g., medical, supply, recruiting); serve as representatives in Navy-wide leadership forums; determine specific leadership needs and, as appropriate, compile data for trend analysis by higher authority.

2. Echelon 2 commands designated as NAVLEAD focal points are listed below:

Chief of Naval Education and Training

Chief of Naval Personnel

Chief, Bureau of Medicine and Surgery

Commandant, Naval District Washington D.C.

Commander in Chief, U. S. Pacific Fleet

Commander in Chief, U. S. Naval Forces Europe

Commander in Chief, U. S. Atlantic Fleet

Commander, Military Sealift Command

Commander, Mine Warfare Command

Commander, Naval Air Systems Command

Commander, Naval Computer and Telecommunications Command

Commander, Naval Facilities Engineering Command

Commander, Naval Intelligence Command

Commander, Naval Oceanography Command

Commander, Naval Reserve Force

Commander, Naval Sea Systems Command

Commander, Naval Security Group Command

Enclosure (1)

OPNAVINST 5351.2

NOV 13 1990

Commander, Naval Special Warfare Command

Commander, Naval Supply Systems Command

Commander, Space and Naval Warfare Systems Command

Commander, U. S. Naval Forces Southern Command

Commander, U. S. Naval Forces Central Command

Director, Field Support Activity

President, Naval War College

Superintendent, Naval Postgraduate School

Superintendent, U. S. Naval Academy

3. Chief of Naval Operations (OP-09B) will coordinate/assign appropriate Chief of Naval Operations staff codes in support of enlisted NAVLEAD efforts, as required.

Enclosure (1)

NOV 13 1990

## NAVLEAD LPO/CPO COURSE REQUIREMENTS

1. Attendance Requirements. Commencing 1 October 1991, reference (c) requires active duty E-7 personnel to complete the CPO NAVLEAD course (or previous CPO Leadership and Management Education and Training (LMET) course) to be eligible for advancement to Senior Chief Petty Officer during Cycle 133. Active duty E-6 personnel are required to complete the LPO NAVLEAD course (or previous LPO LMET course) to be eligible to take the Cycle 134 CPO examination. SELRES personnel will be required to complete the applicable course commencing with advancement cycles effective after 1 October 1994. The November 1994 E-8/9 advancement cycle will be the first examination cycle to require NAVLEAD for SELRES personnel. Commanding officers and unit commanders will use all means available to ensure members obtain required training prior to the appropriate advancement cycle.

a. All active duty personnel E-6 and above who have not already met the appropriate NAVLEAD course requirement shall attend the appropriate NAVLEAD course enroute permanent change of station (PCS) orders based on no-cost temporary duty under instruction (TEMDUINS). Those assigned to new construction ships will attend a NAVLEAD course during pre-commissioning training in San Diego, CA or Norfolk, VA. Funded TEMDUINS will be available for selected remote locations. Exceptions to scheduled enroute PCS LPO/CPO NAVLEAD training will be authorized only in cases where a member previously attended LMET, NAVLEAD course, or other approved service leadership course, or an emergency exists. Course completion must be appropriately documented in the member's field service record.

b. For enlisted personnel unable to obtain training during PCS, training will be provided by temporary additional duty (TAD) and mobile training teams (MTT). TAD and MTT NAVLEAD training guidance is provided in enclosure (3).

2. Waiver Criteria. Waivers to advancement eligibility requirements (beginning in FY-92) will be granted only for unusual circumstances and will be on a one-time, case-by-case basis. Commanding officers will endorse and forward each waiver request directly to Commander, Naval Military Personnel Command (NMPC-2 for active duty personnel, NMPC-221 for USN/R personnel or NMPC-932 for TARs, Canvasser Recruiter, Active Duty Special Work/One Year Recall (ADSW/OYR), and drilling Naval Reservists).

Enclosure (2)

NOV 13 1990

Requests for command-endorsed waivers will be considered for remote location or isolated duty (including members attached to forward-deployed units with courses unavailable); extended hospitalization and other exceptional circumstances. Commanding officers should ensure members entering eligibility zone who have not attended NAVLEAD (or approved substitute) are given the opportunity to attend prior to any extended deployment.

a. The following Navy courses are approved substitutes for the one-week NAVLEAD courses:

(1) Approved substitute for NAVLEAD LPO:

- (a) LMET LPO course.
- (b) Recruit Company Commander Course (NEC 9508).

(2) Approved substitute for NAVLEAD CPO:

- (a) LMET CPO course.
- (b) Senior Enlisted Academy.

b. The following other Department of Defense courses are approved substitutes for the one-week NAVLEAD courses:

(1) Approved substitute for NAVLEAD LPO:

- (a) U.S. Air Force Non-Commissioned Officers Academy.
- (b) U.S. Marine Corps Career Non-Commissioned Officers Course.
- (c) U.S. Marine Corps Advanced Non-Commissioned Officers Course.

(2) Approved substitute for NAVLEAD CPO:

- (a) U.S. Air Force Senior Non-Commissioned Officers Academy.
- (b) U.S. Army Sergeant Major Academy.
- (c) U.S. Marine Corps Sergeant Major Seminar.

Enclosure (2)

TEMPORARY ADDITIONAL DUTY (TAD) AND MOBILE TRAINING  
TEAM (MTT) NAVLEAD TRAINING GUIDANCE

1. Temporary Additional Duty (TAD)

- a. Each NAVLEAD site has local TAD quotas available. Commands within 50 miles of an established NAVLEAD site will use residential classes scheduled in the Catalog of Navy Training Courses (CANTRAC) for that site.
- b. Each NAVLEAD site will maintain excess local TAD requests for short lead-time fill, if a vacancy occurs. Requests for training site quotas under TAD orders can be made up to 12 months in advance.
- c. Echelon 2 commands will review staff and subordinate LPO/CPO NAVLEAD training requirements, by geographical area, and provide periodic training requirement data to designated area coordinator. Data will facilitate Mobile Training Team (MTT) scheduling and TAD quota requirements.
- d. COMNAVMILPERSCOM (NMPC-48) will release unfilled PCS quotas to NAVLEAD sites at least 30 days prior to class convening date to ensure maximum availability and use of training seats for TAD.

2. Mobile Training Teams (MTTs). NAVLEAD off-site training will be provided by MTTs which are centrally managed by Chief of Naval Technical Training (CNTECHTRA).

- a. Scheduled MTTs will be provided at no cost to the command. The MTT schedules will be developed based on known numbers of fleet-wide personnel needing NAVLEAD by geographic location and will be provided based on the availability of NAVLEAD assets and available travel funds.
- b. Specific out of the continental United States (OUTUS) MTT schedules will be published by Yokosuka, Japan, NAVLEAD site for PACFLT activities; Little Creek, Virginia, NAVLEAD site for LANTFLT activities; and Rota, Spain, NAVLEAD site for USNAVEUR activities.
- c. Host commands and NAVLEAD sites will mutually coordinate MTT dates.

(1) Host commands are responsible for:

Enclosure (3)

NOV 13 1990

(a) Quota control for scheduled MTTs to ensure equitable distribution of available seats to all local commands based on requirements.

(b) Initiating contact with the assigned NAVLEAD site to coordinate MTT dates according to the MTT schedule.

(c) Notifying all commands within the local area of MTT class convening dates and points of contact.

(d) Providing administrative support, audio-visual equipment and classrooms for a minimum of 24 students per class.

(e) Ensuring all quota requests for E-6/E-7 personnel needing NAVLEAD for FY-92 advancement eligibility take precedence over all others.

(f) Ensuring class quotas are fully utilized (host commands will maintain a standby list).

(2) NAVLEAD sites are responsible for:

(a) Providing facilitator teams, student guides and instructional materials to each host command.

(b) Providing Navy Integrated Training Administration System (NITRAS) documentation of all graduates.

(c) Compiling and maintaining NAVLEAD trends analysis (e.g., student throughput data, critiques, evaluations).

(d) Providing monthly training status to CNTECHTRA (Code N-4A).

Enclosure (3)



NOV 13 1990

3. Designated Quotas for Naval Reserve. Each NAVLEAD class will have quotas reserved for SELRES personnel. Additionally, NAVLEAD quotas unfilled by active duty personnel will be made available for SELRES personnel.

4. NAVLEAD Quality Assurance supporting formal schoolhouse courses shall be conducted periodically, within an 18-month cycle (enclosure (5), paragraph 1.e. pertains).

NOV 13 1990

## NAVLEAD INSTRUCTOR REQUIREMENTS

1. Assignment. Personnel assigned to instruct leader development training shall be superior performers and effective role models (e.g., exhibit leadership skills, Navy core values, military bearing and appearance) and meet all criteria required in NAVPERS 15909D.
2. Command Indoctrination, Petty Officer and Chief Petty Officer Indoctrination Instructors. Instructors should have formal instructor training or extensive Command Training Team experience.
3. LPO/CPO NAVLEAD Instructors
  - a. LPO/CPO course instruction requires a team of two instructors who are certified graduates of the NAVLEAD (LMET) Instructor course (NEC 9518).
  - b. LPO instructors will be E-6 or above; CPO NAVLEAD instructors will be E-7 or above. Instructors will be assigned under the guidance of NAVPERS 15909D.
  - c. LPO/CPO instructors assigned to NEC 9518 billets shall instruct NAVLEAD courses as their primary duty. NAVLEAD instructors may be assigned other duties only to the extent those duties do not interfere with their primary duty.
4. RCC NAVLEAD Instructors must hold NECs 9508 and 9518.
5. Group-Paced Instructor, "A" School Military Training Company Commander, and Navy Career Recruiting Force instructors must hold NEC 9502.

Enclosure (4)

SPECIFIC COMMAND AND STAFF ASSIGNED RESPONSIBILITIES

1. Specific Command and Staff assigned responsibilities in support of the enlisted NAVLEAD program are delineated below:

a. Deputy Chief of Naval Operations (Manpower, Personnel and Training) (OP-01), through the Director, Personal Readiness and Community Support Division (OP-15), is responsible for policy and program management. Specifically the division will:

(1) Review, coordinate, develop and approve all formal enlisted and enlisted accession leader development training and education by or on behalf of the Navy, to ensure consistency, quality and appropriateness.

(2) Sponsor or perform research in leadership, and review leadership research by other government and non-government organizations.

(3) Oversee Professional Reading Education Program (PREP).

(4) Maintain liaison with Echelon 2 commands (NAVLEAD Focal Points) concerning enlisted leader development issues and initiatives and assist in command-specific leader development efforts.

b. Commander, Naval Military Personnel Command (COMNAVMIIPERSCOM) is responsible for implementing the program. Specific areas of responsibility are to:

(1) Administer NAVLEAD program. (NMPC-6)

(2) Select and detail top-performing personnel as NAVLEAD instructors, and ensure all instructor billets are filled in a timely manner. (NMPC-40)

(3) As part of the detailing process, send E-5 through E-9 active duty personnel to appropriate NAVLEAD LPO/CPO courses enroute PCS, co-located no-cost Temporary Duty Under Instruction (TEMDUINS), and cost TEMDUINS for selected remote locations. (NMPC-40)

(a) Release unfilled quotas to NAVLEAD sites at least 30 days prior to class convening dates to ensure maximum availability and use of class seats for TAD. (NMPC-48)

Enclosure (5)

NOV 13 1990

(b) Monitor and track enlisted NAVLEAD enroute PCS utilization and exceptions. (NMPC-40, NMPC-46, NMPC-6)

(4) Ensure Personnel Advancement Requirements (PARs) and Naval Standards reflect skills and knowledge represented in NAVLEAD, in accordance with NAVPERS 18068E. (NMPC-62, Navy Occupational Development and Analysis Center (NODAC))

(5) Ensure waivers for E-7 and E-8 eligibility requirements are properly screened and, when appropriate, granted. (NMPC-2, NMPC-62, NMPC-9)

c. Commander, Naval Reserve Force (COMNAVRESFOR):

(1) Coordinate enlisted Selected Reserve (SELRES) participation in Navy-wide leader development initiatives and training and recommend improvements.

(2) Coordinate with CNTECHTRA to ensure sufficient NAVLEAD training is available for enlisted SELRES personnel.

d. Chief of Naval Education and Training (CNET):

(1) Ensure Navy core values are integrated and/or reinforced in all Navy courses and training evolutions.

(2) Ensure leader development programs are in place and conducted for recruits, recruit company commanders, "A" school military training company commanders, instructors and others, as appropriate.

(3) Oversee effective management of NAVLEAD training.

(4) Oversee and monitor all MTT NAVLEAD training.

(5) Submit Program Objective Memorandum (POM) requirements to support schoolhouse and NAVLEAD MTT.

e. Chief of Naval Technical Training (CNTECHTRA), as directed by CNET:

(1) Conduct and monitor quality assurance of enlisted NAVLEAD courses (active and reserve) within an 18-month cycle.

Enclosure (5)

NOV 13 1990

(2) Act as Curriculum Control Authority for maintaining existing NAVLEAD courses. Coordinate curriculum development and forward to OP-152 for approval.

(3) Coordinate/manage all NAVLEAD training.

(4) Manage NAVLEAD schoolhouse resources.

(5) Determine priority when training site quotas and/or MTT requests exceed available training seats.

(6) Compile and maintain NAVLEAD trends analysis (e.g., student throughput data, critiques, evaluations) and provide OP-152 periodic report.

(7) Ensure NAVLEAD requirements, courses and schedules are available to Area Coordinators (SNDL CAT, Section 3).

f. Navy Education and Training Program Management Support Activity (NETPMSA), as directed by CNET:

(1) Develop, distribute and maintain Petty Officer and Chief Petty Officer Indoctrination Courses. Submit drafts/course changes to OP-152 for approval, via Curriculum Control Authority.

(2) Develop, distribute and maintain Command Master Chief Course. Submit drafts/course changes to OP-152 for approval via Master Chief Petty Officer of the Navy (MCPON) and course Curriculum Control Authority.

(3) Ensure E-6 and E-7 personnel comply with Chief Petty Officer and Senior Chief Petty Officer advancement eligibility requirements (mandatory for active forces beginning in FY-92 advancement cycle and for SELRES FY-94).

g. Naval Inspector General (NAVINSGEN): Enlisted NAVLEAD is a CNO special interest item, with particular inspection emphasis on command support.

h. Master Chief Petty Officer of the Navy (MCPON):

(1) Advise OP-152 on content, administration and effectiveness of enlisted NAVLEAD.

(2) Advise OP-152 of emerging leadership and leader development issues.

Enclosure (5)

NOV 13 1990

i. Echelon 2 Commands: Serve as NAVLEAD focal point for command and subordinates, specifically:

(1) Designate a staff member to serve as command manager and point of contact for leadership issues and programs.

(2) Review staff and subordinate LPO/CPO NAVLEAD training requirements, by geographical area, and provide periodic training requirement data to designated area coordinator.

(3) Through inspection and oversight ensure subordinate commands carry out required enlisted leader development training. Solicit issues and improvement suggestions from subordinates and forward to Naval Military Personnel Command (NMPC-62), as appropriate.

(4) Consistent with Echelon 2 command requirements, develop tailored leader development programs and training and ensure such training is consistent with current Navy policy.

j. Area Coordinators (as delineated in Standard Navy Distribution List (SNDL) Part 2 OPNAV P09B2-105(YR)).

(1) Designate regional coordinators/senior officers present to coordinate presentation of Command Master Chief Course to newly reporting Command Master Chiefs assigned to commands within their designated geographical regions.

(2) Ensure NAVLEAD requirements, courses and schedules are available to commands within coordination area.

(3) Provide NAVLEAD training requirements and desired MTT schedules to CNTECHTRA by 1 April for the following fiscal year.

k. Coordinating Commands Designated by Area Coordinators

(1) Identify need and submit MTT NAVLEAD requests to respective Area Coordinator.

(2) Ensure adequate training space and supporting equipment are available for MTT NAVLEAD.

(3) Disseminate to all commands within coordination area availability of MTT NAVLEAD training.

Enclosure (5)

NOV 13 1990

1. Immediate Superiors in Command (ISICs) shall evaluate and specifically address NAVLEAD issues and accomplishments during visits and command inspections and provide issues/improvement suggestions to their respective Echelon 2 command.

m. Commands. Commanders, commanding officers and officers in charge shall ensure enlisted members are provided opportunity to attend leader development courses. Enlisted members should be encouraged to perform individual study as well as practice/exercise leadership on a daily basis. Specifically, commanding officers shall:

(1) Ensure all new members to the command receive the Command Indoctrination Course under reference (b).

(2) Ensure all newly selected PO3s and CPOs receive the Petty Officer or Chief Petty Officer Indoctrination Course, per reference (c), and make appropriate service record entry.

(3) Personally participate in all Command, Petty Officer and Chief Petty Officer Indoctrination Programs as per reference (c).

(4) Arrange for newly selected active duty E-6 personnel to attend LPO NAVLEAD when scheduled PCS transfer date is in excess of one year, unless selectee attended NAVLEAD (or LMET) LPO course as an E-5. When members are advanced to E-7, arrange for member to attend CPO NAVLEAD when scheduled PCS transfer date is in excess of one year. If PCS transfer date is less than one year, COMNAVMILPERSCOM will provide LPO/CPO training enroute to the maximum extent possible.

(5) Facilitate NAVLEAD training for newly reported E-6/E-7 personnel who have not previously completed appropriate NAVLEAD course within one year of arrival at command.

(6) Make maximum use of TAD and MTT to ensure timely completion of mandatory enlisted NAVLEAD training requirement.

(7) Ensure all members advanced to Senior and Master Chief Petty Officer prior to FY-92 who have not attended a two-week CPO LMET, the CPO NAVLEAD course or Senior Enlisted Academy attend CPO NAVLEAD by FY-93 (FY-94 for SELRES).

Enclosure (5)

NOV 13 1990

(8) Ensure all command master chiefs attend the Command Master Chief Course within nine months of first-time appointment (one year for SELRES).

(9) Make NAVLEAD MTT training needs known to geographical coordinator.

(10) Maintain training records that show NAVLEAD enlisted training requirements and training accomplishments.

(11) Ensure enlisted personnel evaluations reflect leadership training completed and, as appropriate, comments on leadership performance.

Enclosure(5)